



# Oregon Forest Resources Institute

STRATEGIC PLAN 2023-2028



Oregon Forest  
Resources Institute



## INTRODUCTION

Forests are ubiquitous in Oregon. With nearly half of the state covered in forests, they're truly a part of our identity as Oregonians. We live near forests, work in forests, and have fun in forests.

Oregon's forests touch each of us, providing clean air and water, recreational opportunities, jobs, and the wood products we use every day. It's important for Oregonians to understand the importance of stewarding this vital natural resource, so that future generations can enjoy the same social, environmental and economic benefits from those forests that we enjoy today.

It's no wonder that, more than 30 years ago, the Oregon Legislature saw the need to create the Oregon Forest Resources Institute (OFRI) to support Oregon's forest sector – and the wise stewardship of natural resources for all Oregonians – by advancing public understanding of forests, forests management and forest products. OFRI, as we're often called, is a state agency that provides forest education programs for the general public, K-12 teachers and students, and forest landowners. Our staff includes professional foresters, environmental educators and public outreach professionals.

The Institute is funded by a portion of Oregon's forest products harvest tax revenue and has an annual budget of between \$3.5 million and \$4.5 million, depending on harvest tax receipts.

We are governed by a board of directors made up of 11 voting members appointed by the Oregon state forester, plus two non-voting members representing the public and the Oregon State University College of Forestry. Voting board members represent forest landowners, wood product manufacturers, small woodland owners and forest sector employees. An Oregon Department of Forestry liaison assists the board.

For years we have informed the public about forests through educational publications, websites and videos, and increased forest literacy among K-12 teachers and students by providing curriculum, classroom materials, workshops and opportunities for forest field trips. And we have encouraged sustainable forestry practices by helping educate landowners and forest professionals. Now we're looking to the future and the ways we can build on the success we've had with our public, K-12 and landowner education programs.

With this five-year strategic plan, the OFRI staff and board reflected on our work as an organization, gathered public and stakeholder feedback, and came up with measurable goals that should ensure we are continuing to provide high-quality forest education programs that we hope reach an even broader set of Oregonians from across the state. This plan also lays out OFRI's strategic priorities for the next five years, and the initiatives we will pursue with our on-going work to advance those priorities.

This strategic plan sets the stage for a bright future for OFRI, as a leader in forest education and a trusted source that Oregonians turn to for credible information about our forests and the complexity of managing them sustainably, for all that they provide to us and our state. And, it lays the foundation for the next 30 years of OFRI's essential work to advance Oregonians' understanding of the state's forests, forest management and forest products, and to help ensure healthy, sustainable and productive forests for generations to come.

**Jim Paul**  
Executive Director  
Oregon Forest Resources Institute

## OUR STRATEGIC PLANNING PROCESS

OFRI embarked upon the development of our next strategic plan in early 2023. Over the following nine months, we took the following steps to create a plan that will set the course for the organization through 2028. To support our process, we engaged the Coraggio Group as our partners.

## COMMUNITY ENGAGEMENT

The first steps in the process of developing the Plan included gathering input and insights from our key stakeholders. From March 2023 through December 2023, we connected with approximately 300 members of our community who shared their perspectives, priorities and insights through an online survey, focus groups and interviews. These engagement efforts included Oregon landowners, forestry professionals, K-12 partners, ratepayers, and OFRI staff and board members.

## INSIGHT REPORT

The input gathered through the stakeholder engagement process was synthesized by Coraggio Group into an Insight Report that outlined key themes and implications for consideration in the development of the strategic plan. Those key themes are as follows:

### External Themes

- 1 Those who have an existing relationship with OFRI praise the organization, its mission and its staff.
- 2 The general public does not have a strong awareness of OFRI, or understanding of its work.
- 3 OFRI has a timely opportunity to rebuild trust in the organization and to clarify its mission.
- 4 In program and strategy development, OFRI should consider how to best reach a younger, more diverse stakeholder base and general public.
- 5 OFRI has an opportunity to build stronger relationships with the conservation community.
- 6 OFRI should prioritize initiatives that get the public and a wider variety of stakeholders to experience Oregon's forests firsthand.
- 7 Stakeholders envision OFRI playing a larger role in developing the future workforce of Oregon's forest products industry.

### Internal Themes

- 1 Staff report overwhelmingly positive experiences working for OFRI.
- 2 OFRI should continue to focus on developing its talent, and rewarding those who go the extra mile.
- 3 In light of limited staff and industry diversity, OFRI will need to remain intentional about engaging diverse audiences in its work.
- 4 OFRI should continue leveraging its existing momentum to streamline and standardize internal processes and procedures.
- 5 OFRI has an opportunity to align around a new strategic plan that resolves conflicting viewpoints over the extent of organizational change necessary.

## PLAN DEVELOPMENT

Over the course of summer 2023, we used the insights gained from our stakeholder engagement process to refine our Mission and Vision for the organization, to reassess our Values, and to establish a Reputation Statement along with four key Strategic Priorities for the next five years. This work was undertaken by our core strategic planning committee, which was composed of the full OFRI staff.

The plan development process was iterative, with multiple opportunities for input and feedback along the way. All OFRI board members were invited to participate in the process of shaping the Mission, Vision, Values and Reputation, as well as each Strategic Priority, setting Measures and determining the Actions needed to accomplish our objectives. In all, 22 staff and board participated in the process. In addition, a survey for the draft plan was also posted on our website for public input, and sent to all stakeholders for final feedback.

## HOW THE STRATEGIC PLAN IS ORGANIZED

The plan follows a straightforward framework that includes the following elements:



### Vision

What is the ideal future state we are striving to create?



### Values

What are the fundamental beliefs that shape how we work together and serve our mission?



### Mission

What is our primary focus as an organization? What do we do each day to help us realize our vision?



### Reputation

What unique and sustainable values do we deliver to our stakeholders?



### Strategic Priorities

What must be accomplished over the planning horizon? What are our overarching areas of focus?



### Actions

What finite-duration—discretionary projects or programs, outside of our organizations's day-to-day operational activities—will we take on?



### Measures

How will we know when we are successful? What will be our measure?



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## VISION

Oregon's forests and forest sector are healthy, sustainable and thriving.



## MISSION

The Oregon Forest Resources Institute (OFRI) supports the forest sector and the stewardship of natural resources by advancing Oregonians' understanding of the social, environmental and economic benefits of our forests.



## VALUES

- **perseverance**
- **creativity**
- **integrity**
- **collaboration**
- **accountability**



## REPUTATION

Oregonians depend on OFRI as a credible source of quality information and education about the complexity of managing and sustaining Oregon's forests for all the benefits they provide.



## PRIORITIES

**Strengthen OFRI's reputation**



## MEASURES

- Increase number of joint/co-invested projects with partners
- Increase number of forums and conferences that OFRI participates in



**Better reach currently less-engaged audiences**

- Increase number of partnerships/sponsorships with those we haven't partnered with previously
- Increase K-12 and landowner first-time program participants over fiscal year 2024-2025 baseline

**Enhance effectiveness of external communications**

- Increase number of monthly visitors, engagement and inquiries with OFRI's websites
- Increase number of digital and social media views, followers and engagement

**Support forest sector workforce development**

- Facilitate development of recommendations for how Oregon can move forward in a comprehensive way on forest sector workforce development

## ACTIONS

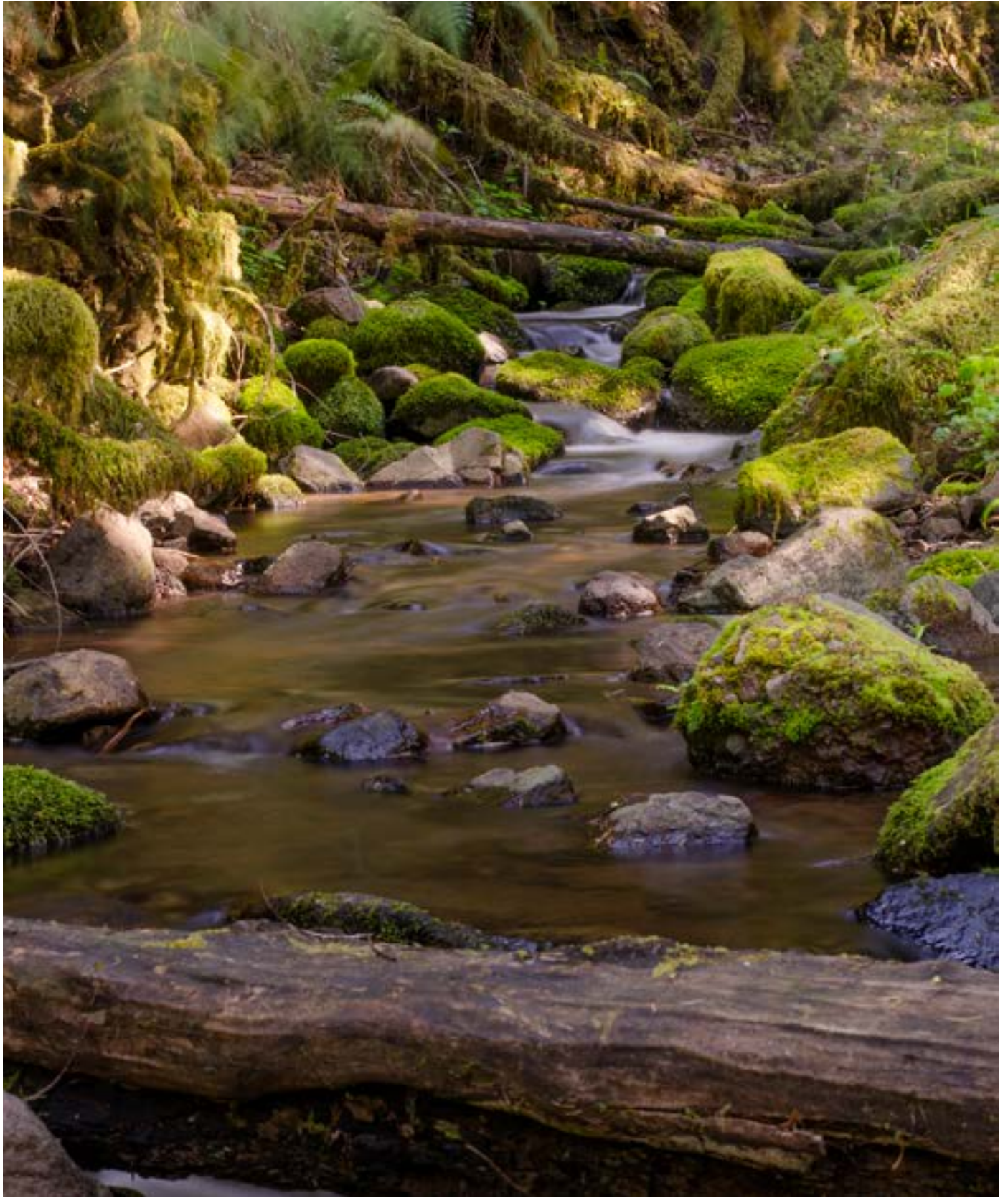
- Strengthen outreach and engagement with partners
- Integrate more partners in our work
- Increase OFRI's visibility



- Expand partnerships
- Broaden the impact of our communications
- Promote existing OFRI programs to increase participation

- Take an overall look at OFRI's public education strategy and re-tool where needed
- Increase/diversify OFRI-generated digital media
- Seek new opportunities to involve contractors and partners in external communications

- Convene and collaborate with a broad group of relevant state leaders on a coordinated effort to strengthen forest sector workforce development in Oregon
- Continuously monitor and refresh OFRI forest career/professional development education programs and workshops



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